

SENIOR HIGH PERFORMANCE MANAGER/HIGH PERFORMANCE MANAGER

Unit	High Performance	Area:	High Performance
Department/Agency	The NSW Institute of Sport	ANZSCO code	139999
Classification/band	NSWIS Grade 4, Level 2/3 Salary range \$142,323 - \$169,999	PCAT code	339192
Reports to	Chief Executive Officer	Date of Approval	Dec 2021

ORGANISATIONAL OVERVIEW

The NSW Institute of Sport [NSWIS] is a high performance sporting organisation that supports Australian athletes to become world's best. We reach all regions of NSW with an Olympic and Paralympic training facility based at Sydney Olympic Park and high performance hubs across NSW, including 10 National Training Centres, that provide world class daily training environments for our athletes and coaches. Our experts work in collaboration with partners within the national sporting system to create and deliver high performance support services and environments to prepare athletes and coaches for international competition.

The successful candidate for this role will be appointed at either the Senior High Performance Manager or High Performance Manager grade dependent on the candidate's senior management experience and capability.

ROLE PURPOSE

The Senior High Performance Manager/High Performance Manager is responsible for leading and managing the operations of a multidisciplinary team for a select group of 5-6 sport programs with a focus on maximising athlete performance.

This role is one of three High Performance Manager roles. All High Performance Manager roles are line managed by the NSWIS High Performance Director.

KEY PERFORMANCE AREAS

- Lead and manage several sport programs that are athlete performance focused, aligned nationally and locally and meet high standards of quality and safety. Determine the most appropriate servicing for each sport program (in collaboration with the Manager Sport Science and Manager of Performance Health).
- Develop and manage Sport Partnership/ Service Level Agreements/MoUs with national and state sport organisations which are realistic, flexible and enable outcomes to be achieved.
- Manage budgets for allocated sports with coaches and program partners driving efficient use of resources.
- Ensure performance teams are robust and dynamic, working within structured processes to deliver coordinated services which drive athlete performance.
- Develop the annual objectives for the performance team, chair regular sport program meetings and drive effective service plans, athlete individual performance plans and the utilisation of athlete management systems (eg. AMS, Performance Team dashboards).
- Lead and foster a high-performance team culture which is professional, respectful, and supportive but allows for challenge and a common understanding that the team is working to support Australian athletes to be world's best.

- Support the Director of Corporate and Communications with regard to i) Corporate and annual business planning and reporting (e.g. Board Reports, Annual Report, Ministerial communications) and ii) with ensuring that policies and procedures relating to governance, sports partnerships/agreements and resource allocation principles are implemented and functioning effectively across the high performance management team and NSWIS sport programs.
- Drive systems to identify long term and annual program/athlete key performance indicators and targets for NSWIS sports across Podium Performance, Pathway Performance and Campaign Performance. Monitor and evaluate performance of sport programs against success measures and performance outcomes with sport program partners.
- Formally meet with staff biannually to review PEP and commit to delivering on the agreed professional development plan for your team.

KEY CHALLENGES

- Lead and manage allocated sport programs with multidisciplinary performance teams that are performance focused, aligned nationally and locally and meet high standards of quality and safety.
- Ensure sport programs and individual athlete scholarship holders receive world class coaching and athlete support services and have access to the best possible daily training environments.
- Utilise research into high performance, analyse performance evidence, sport trends and innovations to ensure program design and delivery is agile and responsive, allowing flexibility within a four-year performance cycle as well as from one cycle to the next to support athlete, coach, and sports' high-performance gaps/needs.
- Develop effective relationships, plans and partnership/service level agreements with key stakeholders (National and State sport organisations, National Institute Network, PA, AOC, CGA, NSW Office of Sport, Sydney Olympic Park Authority, training venues, Universities etc..) to maximise sport program outcomes and athlete performances.
- Working in a fast paced, complex multi-sport and multi-discipline high performance environment.

KEY RELATIONSHIPS

Who	Why
Direct reports (staff)	To align performance for success and enable individual excellence To supervise, mentor, coach and develop To facilitate effective sport operations
Director, High Performance	To ensure performance is aligned for success
Chief Executive Officer	To ensure alignment with organisational strategy
Director, Corporate and Communications	To ensure the effective deployment of corporate services and investment in sport programs To ensure effective governance, planning, metrics and reporting in sport programs To ensure timely completion of the Sport Inclusion project, Corporate and Business plans To ensure major facility projects are fit for purpose, sustainable and completed on time To ensure ministerial communications are completed correctly and on time
High Performance Managers	To ensure a best practice approach to performance planning across all the sport programs
Manager, Sport Science	To ensure sport science services are allocated effectively and appropriately to sport programs

	To ensure performance support staff are able to develop technically and professionally To ensure programs are in place to ensure maximisation of athlete performance
Manager, Performance Health	
Coaches	To guide the delivery of a high-performance sport program To ensure coaches are able to develop technically and professionally
Sport (National Sport Organisation)	To align with NSWIS and national performance priorities
NSWIS Management	To collaborate in the planning, management, and leadership process to support, enable and impact performance together
NSWIS Athletes	To support individual athlete performance planning and implementation
National Institute Network (NIN)	To enhance collaboration within the National system
AIS/ASC/PA/CGA/AOC	To support the achievement of system and sport outcomes

ROLE DIMENSIONS

Budget	\$3-4 Million
Authority/approval level	\$50,000
Reporting roles	Coaches and assistant coaches Sport Program Coordinator(s)

ESSENTIAL REQUIREMENTS






Essential	Desirable
<ul style="list-style-type: none"> ▪ Relevant degree qualifications ▪ Extensive experience in high performance sport management/leadership ▪ Strategic planning and systems management, including implementing high performance sport program management systems that track progress against success measures and explore innovation and opportunity ▪ A highly developed understanding of the following athlete support areas: coaching, sports science, sports medicine, sports technology/data science, athlete wellbeing and engagement. ▪ Staff management, including developing dynamic and driven team and employee performance and development ▪ First aid and resuscitation certificate ▪ Working with children check ▪ Current driver's license 	<ul style="list-style-type: none"> ▪ Post graduate qualifications in a related discipline ▪ Intermediate/Advanced knowledge of MS Office and other sports specific computer programs

EXPERIENCE AND KNOWLEDGE

Experience	Knowledge
<ul style="list-style-type: none"> ▪ At least 10 years experience developing elite athletes and coaches, including leading, devising, and implementing successful programs in a sport or Institute program; demonstrating a proven knowledge of the demands, pressure and the needs of elite athletes and coaches ▪ Success in developing and maintaining successful relationships with key stakeholders ▪ Success with building a high-performance culture and the management of multi-disciplinary high-performance teams ▪ Allocation and management of financial resources to support sport & athlete performance outcomes ▪ Managing projects with demonstrated success ▪ Integrated management of and accountability for high performance sport outcomes ▪ Excellent meeting facilitation skills 	<ul style="list-style-type: none"> ▪ Extensive knowledge and understanding of the key components / levers for successful high-performance sports programs ▪ Extensive knowledge and understanding of effective sport program performance monitoring systems ▪ Thorough understanding of the requirements of high-performance athletes and coaches ▪ In addition, a demonstrated ability to embrace, assess and apply innovative practices (e.g. new technology) as they become available is also required.

CAPABILITY SUMMARY

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework. Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
 Results	Influence and Negotiate	Advanced
	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
 Business Enablers	Demonstrate Accountability	Adept
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
 People Management	Project Management	Adept
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

FOCUS CAPABILITIES

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and reinforce their use Represent the organisation in an honest, ethical, and professional way and set an example for others to follow Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies, and guidelines
Relationships Communicate effectively	Adept	<ul style="list-style-type: none"> Tailor communication to the audience Clearly explain complex concepts and arguments to individuals and groups Create opportunities for others to be heard, listen attentively, and encourage them to express their views Share information across teams and units to enable informed decision making Write fluently in plain English and in a range of styles and formats Use contemporary communication channels to share information, engage and interact with diverse audiences
Relationships Work collaboratively	Advanced	<ul style="list-style-type: none"> Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Relationships Influence & negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counterarguments Work towards mutually beneficial win/win outcomes Show sensitivity and understanding in resolving acute and complex conflicts Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders
Results Deliver results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan & prioritise	Adept	<ul style="list-style-type: none"> Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work Initiate, prioritise, consult on and develop team/unit goals, strategies, and plans Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses Ensure current work plans and activities support and are consistent with organisational change initiatives Evaluate achievements and adjust future plans accordingly
Results Think & solve problems	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process, and business improvements Implement systems and processes that underpin high quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies, and programs against clear criteria
People management Manage & develop people	Advanced	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability, and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People management Manage reform & change	Advanced	<ul style="list-style-type: none"> Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and generate support for change initiatives Translate change initiatives into practical strategies and explain these to staff and their role in implementing them Implement structured change management processes to identify and develop responses to cultural barriers